B. Chief Executive Officer

[Note: Suggested length for Standard IV.B is 5 pages.]

1. The institutional chief executive officer (CEO) has primary responsibility for the quality of the institution. The CEO provides effective leadership in planning, organizing, budgeting, selecting and developing personnel, and assessing institutional effectiveness.

Evidence of Meeting the Standard

As the College’s chief executive officer, the president provides effective leadership in planning, organizing, budgeting, selecting and developing personnel, and assessing institutional effectiveness. Foothill-De Anza Board Policies and Administrative Policies outline the organizational structure of the president in administrative policy 3100 (AP 3100: https://go.boarddocs.com/ca/fhda/Board.nsf/goto?open&id=9U5PUR6583E5#) which prescribes that each college will be run by a college president. The presidents and vice chancellors are directed to establish organizational charts that delineate the lines of responsibility within their organizational units.

Regarding the president’s role in shared governance, the president is the tri-chair of College Council which approves faculty hiring as recommended by the Instructional Planning and Budget Team and votes on resource allocations as recommended by the three planning and budget teams. All collegewide policies, procedures or reports are brought to College Council for final approval, and thus the president has direct influence over institutional planning and effectiveness. As the tri-chair, the president ensures that College Council is well informed of all issues affecting the College. College Council receives regular reports from each of the shared governance committees that have an impact on college planning (Governance report out example: https://docs.google.com/document/d/16dZZ2FNveNoaszb4KmFGc30KM_iwmQQW3crRpbvRHMk/edit). Additionally, as College Council is comprised of a member of each of the shared governance committees, the president is responsible for communicating relevant information from the college to the Chancellor and Board to the College community.

The president is a permanent member of the College Planning Committee (CPC), which is responsible for the reviewing and advising the college mission, vision and values and for developing other key planning documents including the Educational Master Plan and overseeing the accreditation process (CPC membership: https://www.deanza.edu/gov/planning/membership.html). The CPC also annually reviews and makes recommendations to College Council on performance metrics for student learning through the review of its institutional goals and corresponding metrics. The president’s role in institutional effectiveness is codified in administrative policy 3255 (AP3255: https://go.boarddocs.com/ca/fhda/Board.nsf/goto?open&id=9U5PUR6583E5#) which directs each college, under the leadership of the college president to develop goals that address the college’s accreditation status; fiscal viability; student performance and outcomes; and programmatic compliance with state and federal guidelines. The president continually engages with the Office of Institutional Research and Planning to ensure collegewide data are available, accurate and used to improve student learning and outcomes.

The president provides leadership in selecting and developing personnel as defined in board policy as evidenced by his participation in nearly all final hiring interviews for full-time faculty positions and all administrative positions, as outlined in board policy 4100 (BP 4100: https://go.boarddocs.com/ca/fhda/Board.nsf/goto?open&id=9U5PUR6583E5#) which outlines the
hiring process for the college and establishes the role of the President as the final recommendation of all employees to the Chancellor from the President, then to the Board for employment.

The president provides effective guidance in budgeting by remaining committed to the College’s goals as defined in the Educational Master Plan, and as informed through data,

**Analysis and Evaluation**

[Insert response.]

2. The CEO plans, oversees, and evaluates an administrative structure organized and staffed to reflect the institution’s purposes, size, and complexity. The CEO delegates authority to administrators and others consistent with their responsibilities, as appropriate.

**Evidence of Meeting the Standard**

The president of De Anza College plans, oversees and evaluates an administrative structure organized and staffed to reflect the institution’s purposes, size, and complexity. The president accomplishes this work through the delegation of authority to administrators which includes three vice presidents in the areas of Instruction, Student Services and Academic Services and two associate vice presidents in the areas of Instruction and Communications and External Relations (Senior Staff Organization: https://www.deanza.edu/president/orgchart.html).

The president delegates responsibility to the vice presidents and associate vice presidents who are responsible for providing leadership and oversight to their respective division or unit. The president assures accountability to both the college and its mission through regular meetings with senior staff. This administrative structure is organized to uphold the mission of the college (Organizational Chart: https://www.deanza.edu/president/documents/DAC-Org-Chart-2022-0510.pdf).

In order to ensure the Board allocates the evaluation of administrators and faculty to the college in board policy 4145 (https://go.boarddocs.com/ca/fhda/Board.nsf/goto?open&id=9U5PUR6583E5#), as such, the president evaluates each vice president in accordance with board policy 4145, and each vice president evaluates administrators and faculty in their respective areas.

The president serves as a tri-chair of the College Council which is the primary recommending body which is charged with discussing, reviewing and recommending all college efforts to the president including policy development matters pertaining to planning, budgeting and accountability as well as curriculum, enrollment and facilities (College Council Charge: https://www.deanza.edu/gov/college_council/about.html).

**Analysis and Evaluation**

The president relies on the senior staff and the college’s shared governance process for input and recommendations, however, the president is responsible for final decisions that align with the College mission and maintain integrity in all college programs.

The president effectively plans, oversees, and evaluates an administrative structure organized and staffed to reflect the institution’s purposes, size, and complexity. When appropriate, the president delegates authority to administrators and others consistent with their responsibilities. To support college efforts the vice president of instruction is supported by nine deans. The vice president of student services is supported by two deans. The vice president of administrative services is supported
by a director of college operations. In the past few years the college added two administrative dean positions dedicated to oversee equity and engagement as well as Career Technical Education and Workforce Development.

3. Through established policies and procedures, the CEO guides institutional improvement of the teaching and learning environment by:
   • establishing a collegial process that sets values, goals, and priorities;
   • ensuring the college sets institutional performance standards for student achievement;
   • ensuring that evaluation and planning rely on high quality research and analysis of external and internal conditions;
   • ensuring that educational planning is integrated with resource planning and allocation to support student achievement and learning;
   • ensuring that the allocation of resources supports and improves learning and achievement; and
   • establishing procedures to evaluate overall institutional planning and implementation efforts to achieve the mission of the institution.

Evidence of Meeting the Standard
The president guides improvement of De Anza’s teaching and learning environment through active leadership and engagement in college governance.

He maintains collegial processes for establishing values, goals and priorities through tri-chairing, with the president of the Academic Senate and president of Classified Senate, the ultimate body of shared governance at De Anza: College Council, which includes membership from the planning and budget teams, the Academic, Classified and DASB senates; faculty and staff unions and other representatives (College Council: https://www.deanza.edu/gov/college_council/about.html).

The president also serves as a permanent member of the College Planning Committee (CPC), providing guidance and support to major planning initiatives (CPC Membership: https://www.deanza.edu/gov/planning/membership.html). Each year, the CPC reviews the college’s goals and priorities, assesses performance in achieving Institutional Metrics and makes appropriate recommendations to College Council. In the course of the Seven-Year Integrated Planning and Resource Allocation Model, the CPC also reviews the mission, vision and values statements (Planning Quilt: https://www.deanza.edu/gov/planning/documents/Quilt_Chart_2022-27.pdf).

Through these bodies and the related shared governance process, the president is deeply involved in De Anza’s work to establish institutional performance standards for student learning. As part of the planning process, the CPC updated the Institutional Metrics for the Educational Master Plan (EMP) in 2022, and established ten institutional goals with corresponding metrics (Institutional Metrics: https://www.deanza.edu/emp/historic/index.html). An equity plan reimagined (Equity Plan Reimagined: https://www.deanza.edu/equity-plan/) was integrated into the EMP, which includes key areas of focus for the college to engage in over the next five years to meet its equity goals.

The president has communicated the importance of a culture of evidence and a focus on student learning by promoting from the outset development of the Student Learning Outcomes (SLO) process (Student Learning Outcomes: https://www.deanza.edu/slo/). In addition, the president plays a key role.
in the planning and budget process, which is based on program review and the assessment of learning outcomes. As the president is tri-chair of College Council, which must vote on all resource requests, he is deeply involved in those discussions and decisions.

In promoting a culture of evidence, the president works closely with the Office of Institutional Research and Planning. He has requested that the research office conduct surveys and other research aimed at better understanding the learning needs of De Anza’s student population (Institutional Research: https://www.deanza.edu/ir/research/index.html). With the president’s leadership, De Anza has developed extensive mechanisms to closely link institutional research with planning and resource allocation, through requiring program review and guiding the work of the CPC. The CPC also worked closely with the Office of Institutional Research and Planning to ensure that high quality research and analysis of external and internal conditions were reflected in the EMP. The EMP and metrics were shared through the governance process and approved by College Council (College Council Meeting, June 9, 2022: https://www.deanza.edu/gov/college_council/meetings/2022-06-09SP.html). A review of Institutional Metrics is shared with College Council on an annual basis.

Through the CPC and College Council, the president is actively involved in both long- and short-term planning and resource allocation. The program review process, which is linked to student success, equity and closing the achievement gap, directly informs the planning and budget process. Instructional departments must develop plans to narrow any equity gaps in enrollment and/or success for disproportionately impacted student groups as part of the program review and resource allocation process.

Analysis and Evaluation
The president guides the improvement of teaching and learning through established policies and procedures. He chairs College Council and is an active member of the College Planning Committee; in addition, he interacts with the planning and budget teams to support their work toward attaining a high standard of student achievement and learning.

The president was a key participant in the creation of the Educational Master Plan, which relied on a comprehensive review of internal and external data to reaffirm De Anza’s mission and update the Institutional Metrics that are the basis for strategic initiatives, as well as future planning, evaluation and growth. In addition, the president collaborates in establishing priorities for resource allocations annually, based on input from the planning and budget teams.

4. The CEO has the primary leadership role for accreditation, ensuring that the institution meets or exceeds Eligibility Requirements, Accreditation Standards, and Commission policies at all times. Faculty, staff, and administrative leaders of the institution also have responsibility for assuring compliance with accreditation requirements.

Evidence of Meeting the Standard
The president has the primary leadership role for accreditation, ensuring that the institution meets or exceeds Eligibility Requirements, Accreditation Standards, and Commission policies at all times. The president in 2012 assigned the responsibilities of accreditation liaison office (ALO) to the college researcher. The president meets and communicates with the ALO to regularly. The president is also a
permanent member of the College Planning Committee (CPC), which serves as the accreditation steering committee during the accreditation process (CPC Charge; middle of page: https://www.deanza.edu/gov/planning/), which is embedded within the seven-year integrated planning and resource allocation model (Planning quilt: https://www.deanza.edu/gov/planning/documents/Quilt_Chart_2022-27.pdf).

The president ensures faculty, staff and administrative leaders have responsibility for assuring compliance with accreditation requirements through the writing team assignments for the Institutional Self-Evaluation Report. In fall 2022, the CPC took on the role of Accreditation Steering Committee, with responsibility for guiding the college through the self-evaluation process and site visit. Each shared governance group was assigned a standard closely aligned with the committee’s area of responsibility (Standard Assignments; bottom of page: https://www.deanza.edu/accreditation/2023-iser.html). As each governance group includes representatives from the major constituency groups on campus, all constituencies have been involved in the process, with the oversight of the CPC/Accreditation Steering Committee.

Throughout the accreditation process, the president informed the Foothill-De Anza Community College District board of trustees about accreditation activities (Board Presentation, September 12, 2022, Item 16: https://go.boarddocs.com/ca/fhda/Board.nsf/Public). He also ensured there was ample opportunity for additional collegewide and public comment on the draft ISER through posting on the college website and holding collegewide events to review and comment on the draft ISER (ISER Event to share draft: ).

Analysis and Evaluation
The president of De Anza College takes the primary leadership role for accreditation, ensuring that the institution meets or exceeds the Eligibility Requirements, Accreditation Standards and Commission Policies. The president has been active in the college’s accreditation process, while sharing responsibility with the faculty, staff and administrative leaders for compliance with accreditation requirements.

Analysis and Evaluation
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5. The CEO assures the implementation of statutes, regulations, and governing board policies and assures that institutional practices are consistent with institutional mission and policies, including effective control of budget and expenditures.

Evidence of Meeting the Standard
The president attends the monthly Chancellor’s Advisory Council (CAC) meeting of representatives from the Foothill-De Anza Community College District and both colleges. The CAC is advisory to the chancellor, reviewing district recommendations and actions, policies adopted by the district board of trustees, administrative procedures and potential amendments to both policies and procedures (Chancellor’s Advisory Council: https://www.fhda.edu/_about-us/_participatorygovernance/A-chancellors-advisory-council.html).

The president is informed about statutes, regulations and board policies. He and senior staff are in regular contact with the California Community Colleges Chancellor’s Office. He is also a member of the statewide organization for community college CEOs, which provides access to information on pending changes or additions to state laws or regulations that could potentially affect the college. The president ensures implementation of relevant statutes, regulations and district policies by delegating the responsibility to the appropriate administrators and providing leadership and oversight.
Specifically, the vice presidents, associate vice presidents, deans and directors are responsible for ensuring that practices in their assigned areas are consistent with statutes, regulations and policies.

The president maintains appropriate control over budget and spending matters through his senior staff, particularly the vice president of Administrative Services. Resources are allocated through a process that relies on the planning and budget teams (PBTs), which are tri-chaired by the vice presidents and faculty and classified professional tri-chairs. Membership is composed of representative faculty, classified professionals, administrators and students. The PBTs use program review documents to ensure integrated planning and budgeting, keeping the college mission, values and strategic initiatives at the forefront. Recommendations are brought to College Council, also a shared governance group, which the president co-chairs. College Council votes on recommendations to the president, who has ultimate authority to implement the budget recommendations.

Analysis and Evaluation
The president assures the implementation of statutes, regulations, and governing board policies and assures that institutional practices are consistent with institutional mission and policies, including effective control of budget and expenditures as he and his staff stay informed of state statutes, regulations and board policies, which are communicated to the campus as needed, to ensure they are followed by the college. Under the president’s leadership, the college implements an extensive system of shared governance, which develops key planning documents and budget recommendations to ensure the college is upholding its mission and values.

6. The CEO works and communicates effectively with the communities served by the institution.

Evidence of Meeting the Standard
De Anza’s president communicates regularly with the on-campus community of students, faculty and classified professionals, as well as with off-campus communities served by the college. The president holds open meetings, speaks frequently at campus events and sends campuswide emails to communicate important information and discuss college issues (Messages from President: ). He also leads the welcoming program at the college’s annual Opening Day event. The president is committed to playing a role in maintaining the public presence of De Anza College, at the local, statewide, national and international level.

Locally, he maintains membership in
- Rotary Club of Cupertino
- Silicon Valley Higher Education Roundtable (SiVHER)
- Cupertino Chamber of Commerce

He is also active in several statewide groups
- Community College League of California (CCLC)
- California Community College CEO group
- John W. Gardner Center for Youth & Their Communities

In addition, he is active in these national organizations
- American Association of Colleges & Universities (AAC&U)
- AAC&U President’s Trust
- Community College Humanities Association
Community Leadership Partnership (CLP)
Imagining America, co-chair of President’s Council

On the international level, the president participates in the
International Consortium for Higher Education, Civic Responsibility and Democracy
Talloires Network (Civic Roles & Social Responsibilities of Higher Education)

Analysis and Evaluation
The president of De Anza College communicates extensively with the college community and with constituencies off campus. The president is also involved in a wide variety of local, state, national and international organizations.

Conclusions on Standard IV.B: Chief Executive Officer
[Insert response.]

Improvement Plan(s)
[Insert response if applicable.]

Evidence List
[Provide list of all evidence cited within Standard IV.B.]